



# HBCU OUTREACH

S T R A T E G I C   P L A N

2018-2022





## FOREWARD

There is an old adage that says, “People don’t plan to fail, they fail to plan.” This one sentence reflects the tremendous amount of thought, concern and care that has gone into our five-year North Carolina Department of Transportation/Historically Black Colleges and Universities (NCDOT/HBCU) Outreach Initiative Strategic Plan. This initiative requires our collective wills to achieve and implement, therefore we request your help and support. From interviews with national and local transportation officials to conversations held by Governor Roy Cooper with the Chancellors and Presidents of North Carolina’s HBCUs/MSI (Minority Serving Institutions), this plan incorporates their views and thoughts about the importance of this initiative and its impact. Supported by Governor Roy Cooper and the Secretary of Transportation James Trogdon, this strategic plan is designed to be creative and innovative in its vision and mission to positively affect North Carolina.

The future of the transportation industry is poised to make significant changes in the way we live, work and play. New technology and innovation are driving this change. Therefore, in order to meet the needs of tomorrow, we need to develop a workforce and environment rooted in research, innovation and creativity today.

What sets us apart is North Carolina’s robust college system, that includes a unique and growing HBCU/MSI ecosystem. In order to expand and diversify the transportation industry, we must leverage this valuable resource to inform, prepare, connect and engage because our future depends on it.

**I present to you our five-year NCDOT HBCU Outreach Initiative Strategic Plan.**

Sincerely,

*Al*

**Al Austin**

HBCU Outreach Director

North Carolina Department of Transportation



## INTRODUCTION AND BACKGROUND

The North Carolina Department of Transportation (NCDOT) has a focus on the state's Historically Black Colleges and Universities (HBCUs) and Minority Serving Institutions (MSIs), with a goal of supporting the long-term success of the institutions and their students. The HBCU Outreach Initiative leverages a strategic plan to outline its priorities and how the organization will achieve them.

The strategic plan intentionally addresses today's needs and projected trends for the future. It will be used as a roadmap through clearly defined priorities, goals and objectives that support the advancement of HBCUs /MSIs, as well as align with NCDOT's mission: *Connecting people, products, and places safely and efficiently with customer focus, accountability, and environmental sensitivity to enhance the economy and vitality of North Carolina.*

NCDOT developed the plan with leadership from D. Wilson Agency Consulting and Development, and will review progress semi-annually against established benchmarks, with annual plan updates as needed.

## OUR PROCESS

The Consultant facilitated the planning process using a standard four-phase methodology for solving business issues – Discover and Analyze, Define, Plan, and Implement.



DISCOVER AND ANALYZE



DEFINE



PLAN



IMPLEMENT



The plan was developed with broad insights and guidance from key stakeholders, and industry best practices. The Discover and Analyze phase consisted of an environmental scan of the organization's current state, the current state of NC's HBCUs/MSIs, and trends in the transportation industry. The HBCU Outreach Director conducted interviews with Chancellors and Presidents of HBCUs/MSIs, community-based advocates, Secretary of Transportation Jim Trogdon, and Governor Roy Cooper. The Consulting firm conducted research on HBCUs, trends in the transportation industry, economic mobility for minorities, economic mobility in NC, labor and training, as well as NC Science, Technology, Engineering, and Mathematics (STEM) Education.

The Steering Committee worked to establish the initial strategic priorities for the initiative, and drafted the mission, vision and guiding principles to reflect the desired future. The Stakeholder group for this initiative encompasses a broad mix of people representing HBCUs, NCDOT departments, HBCU community-based advocates and Chief Deputy Transportation Secretary David Howard. We hosted a comprehensive group of stakeholders during a half-day work session to incorporate their feedback and reflect their priorities. Stakeholders were divided into six groups and assigned a strategic priority to develop specific goals and objectives for the plan that will be ultimately implemented.

During the Define and Plan phase, we finalized the plan's mission and vision and further defined the specific goals and objectives of each strategic priority ensuring a solid foundation for the plan's success.

## STRATEGIC PLAN STEERING COMMITTEE

1. **David Howard** - Chief Deputy Secretary, NCDOT
2. **Al Austin** - HBCU Outreach Director, NCDOT
3. **Aldea Coleman** - Policy Advisor, NCDOT
4. **JoAna McCoy** - Education Initiatives Program Officer, NCDOT
5. **Lisa Crawford** - Special Projects, DMV
6. **DeAlva Wilson** - Principal Consultant,  
D. Wilson Agency Consulting and Development

## KEY STAKEHOLDER GROUP

**Chancellor, Dr. Johnson O. Akinleye**  
North Carolina Central University

**Chancellor, Dr. James A. Anderson**  
Fayetteville State University

**Chancellor, Dr. Karrie Gibson Dixon**  
Elizabeth City State University

**Chancellor, Dr. Elwood Robinson**  
Winston-Salem State University

**Chancellor, Dr. Harold Martin**  
North Carolina A&T State University

**Chancellor, Dr. Tom Ross**  
UNC Pembroke

**President, Dr. Phyllis Dawkins**  
Bennett College

**President, Dr. Everett Ward**  
St. Augustine's College

**President, Dr. Paulette Dillard**  
Shaw University

**President, Clarence D. Armbrister, J.D.**  
Johnson C. Smith University

**President, Dr. Jimmy Jenkins**  
Livingstone College

**President, Dr. David Olah**  
Barber-Scotia College

**United States Congresswoman Alma Adams**

**Barber Carter, Constituent Service Manager,  
United States Congresswoman, Alma Adams Office**

**Rudy Olivo, Staff Assistant,  
United States Congressman, Mark Walker's Office**

**Jim Trogdon, Secretary**  
NCDOT

**David Howard, Chief Deputy Secretary**  
NCDOT

**Lynise S. DeVance, Civil Rights Program Manager**  
FHWA - North Carolina

**John F. Sullivan, III, Division Administrator**  
FHWA - North Carolina

**Michael Leach, Director of Public Engagement**  
Governor Roy Cooper's office

**Andrea Harris, Senior Fellow**  
Self-Help Credit Union

**NCDOT Board Member, Valerie Jordan**

**NCDOT Board Member, Andrew Perkins**

**Angella Dunston, Director of Communication  
& Government Relations**  
NC Dept. of Military & Veterans Affairs

**Cha'ssem Anderson**  
Transportation Director, North Carolina Central University

**Shinika M. McKiever**  
**Director of Corporate and Foundation Relations**  
North Carolina A&T State University

**Wesley Fountain**  
**Director of Constituent and Community Relations**  
Fayetteville State University

**Cornelius Graves**  
**Director of External And Governmental Affairs**  
Winston-Salem State University

**LeRoy Summers, Vice President for Business and Finance**  
Bennett College

**Avery Stanley, Director of Corporate Relations  
and Foundations, Livingstone College**

**Lilyn Hester, External Affairs for NC and SC**  
Google

**Janae Moore, NC External & Legislative Affairs**  
AT&T North Carolina

**Shelby Scales, Director, Office of Civil Rights**  
NCDOT

**Charles Edwards, Director Strategic Planning/Logistics**  
NCDOT

**Tonya Marriott, Accountant**  
Office of Civil Rights, NCDOT

**Gina Dean, EEO Program Specialist**  
Office of Civil Rights, NCDOT

Note: This initial list represents key stakeholders, thought leaders and champions who are diligently working in the HBCU/MSI space and transportation industry. Their various thoughts, insights and input have driven this five-year strategic plan. This list is not complete and conversations are continuing as we develop work plans for the NCDOT HBCU Outreach Initiative.

# PLAN IMPLEMENTATION

The following actions will be required to ensure the effective implementation of the strategic plan:

- 1. Appoint a strategic plan manager to lead and coordinate the implementation process.
- 2. Create an Advisory Committee to assist with implementing the Strategic Priorities.
- 3. Conduct a strategic plan implementation orientation/kick-off meeting with the Advisory Committee.
- 4. Hold all involved with the strategic plan implementation accountable.
- 5. Hold effective and regular strategy implementation meetings.
- 6. Coach for achievement, provide support and resources where needed and available.
- 7. Conduct semi-annual Stakeholder updates.
- 8. Create an internal reward and recognition plan aligned with plan implementation milestones.
- 9. Hold annual meeting for review with entire Stakeholder group.



## THE HBCU OUTREACH INITIATIVE STRATEGIC PLAN FRAMEWORK

**MISSION:** To create inclusion and opportunities for HBCUs/MSIs in the transportation industry.

**VISION:** Expand and diversify the transportation industry through the power of inclusion, and by strengthening the sustainable impact of North Carolina’s Historically Black Colleges and Universities.

### PURPOSE

INFORM

PREPARE

CONNECT

WORK

SUSTAIN

### STRATEGIC PRIORITIES

Expand Diversity in the Transportation Industry Through Employment and Contracting

Value and Promote a Culture of Diversity and Inclusion at NCDOT

Establish Strategic Alliances and Advocacy Efforts

Strengthen the Sustainability of North Carolina’s HBCUs/MSIs

Connect HBCUs and Minorities with Emerging Trends in Transportation

### OPPORTUNITY



# STRATEGIC DIRECTION AND RESULTS

The HBCU Outreach Initiative Strategic Plan provides the organization with direction based on thoughtful feedback from key stakeholders, coupled with institutional knowledge, industry best practices and a strong view of the future.





Transformational change is often difficult to embrace, always a challenge to implement and requires an uncommon level of dedication and commitment. However when delivered, the results are extraordinary and always affect deep, positive outcomes.

With a fresh perspective, new mission and vision, strong partnership and a sense of urgency – the work will be perfectly positioned to impact HBCUs/MSIs in a meaningful way through preparation, inclusion and opportunity.



## GUIDING PRINCIPLES

We have adopted a set of Guiding Principles as a framework for building and supporting HBCUs/MSIs through the HBCU Outreach Initiative going forward.

### INNOVATION AND CREATIVITY

The future of transportation in North Carolina lies in a workforce that can think outside the box and remain relevant

### ADVANCED TECHNOLOGY

New and emerging technology is shaping how we do business and our planning for the state

### RESEARCH INTENSIVE

Without targeted research, the impact of technology may not be fully realized

### FUTURE WORKFORCE

Building a workforce for the future and closing skills gaps are key to NCDOT success

### PROMOTE INDUSTRY

Overcoming misperceptions about the industry through engagement and education

### LEVERAGE ASSETS

NC HBCUs have significant assets that can be leveraged to advance the transportation industry

### PARTNERSHIPS

We strengthen our organization through effective partnerships and collaborations

### OPPORTUNITY

Growth and success of the industry must be open to everyone

The framework for this initiative requires full support of the department, HBCUs/MSIs, and stakeholders to ensure continuous collaboration, focus on our strategic priorities, and realization.





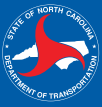
# STRATEGIC DIRECTION



In response to key insights gleaned during the discovery phase and from best practices, the Initiative's long-term direction was framed using a set of strategies that enable the department to meet the mission and vision, as well as deliver forward thinking results that prepare all stakeholders for the future.



- 1 FOLLOW THE MARKET** by meeting industry trends and aligning with new markets that have emerged as a result of innovation, digitalization of processes and services, and disruptive technologies in the market such as Uber and Amazon delivery.
- 2 ALIGN PROGRAMMING WITH NC DEPARTMENT OF EDUCATION CURRICULUM** for STEM, provided for K-12 and college-level education.
- 3 ENHANCE NC's ECONOMIC DEVELOPMENT BY CLOSING SKILLS GAPS** for skilled positions in transportation industry through K-12 vocational programming.
- 4 DEVELOP VALUE CREATION AND SUSTAINABILITY FOR HBCUs** by developing programmatic capabilities and career paths that align with emerging trends in the market: supply chain, logistics, disruptive technologies, and entrepreneurship for transportation services (i.e. new majors or centers of excellence)
- 5 PROVIDE SOLUTIONS FOR SKILLED AND PROFESSIONAL TALENT** by developing awareness and programming that prepares students and companies for roles that align with job growth projections in the market, which are primarily skilled, as well as professional roles.
- 6 POSITION INITIATIVE AS A BOOSTER FOR ECONOMIC MOBILITY FOR NC AND MINORITIES** which elevates the purpose to a broadened scope and impact.
- 7 ESTABLISH PUBLIC/PRIVATE PARTNERSHIPS** by designing models and solutions to meet the objectives of our initiative with the transportation business community, education, government representatives and HBCUs/ MSIs in partnership to develop a framework and resources for addressing key challenges.
- 8 PROMOTE LASER FOCUS ON CREATING OPPORTUNITIES** to connect HBCUs/ MSIs, students of color and minority businesses to the design and delivery of transportation solutions in the state.
- 9 PROMOTE AND DEMYSTIFY ENTREPRENEURSHIP** as a career path for informed and prepared minorities, boosting economic development and diversity in transportation.



# MISSION, VISION, STRATEGIC PRIORITIES

## MISSION

To create inclusion and opportunities for HBCUs/MSIs in the transportation industry.

## VISION

Expand and diversify the transportation industry through the power of inclusion, and by strengthening the sustainable impact of North Carolina's Historically Black Colleges and Universities.

## STRATEGIC PRIORITIES

Strategic priorities are a clear set of imperatives that emerge as vital goals, priorities, and improvement targets that — when reached — propel the NCDOT HBCU Outreach Initiative toward its vision, mission, and purpose. These focus areas are clear goals to address over the next five years and are critical to the sustainability and long-term success of NCDOT's HBCU outreach efforts.

1

**Expand Diversity in the Transportation Industry Through Employment and Contracting**

2

**Value and Promote a Culture of Diversity and Inclusion at NCDOT**

3

**Establish Strategic Alliances and Advocacy Efforts**

4

**Strengthen the Sustainability of North Carolina's HBCUs/MSIs**

5

**Connect HBCUs and Minorities with Emerging Trends in Transportation**

# GOALS AND OBJECTIVES

Goals and objectives are critical to support the strategic priorities, as they provide the direction required to frame a plan and respond. Goals provide overarching direction, while objectives support the goal and define its specifics. Objectives are measurable. Specific measures for each objective below will be defined at the beginning of the implementation phase.

Each of our Strategic Priorities has a set of goals and objectives that, when delivered, will ensure the successful realization of the plan's mission. Each objective below will be defined at the beginning of the implementation phase.

## 1 Expand Diversity in the Transportation Industry Through Employment and Contracting

### GOALS

1. Increase awareness of scale and impact of the transportation sector on America's infrastructure.
2. Provide additional training, collaboration and growth opportunities for minorities interested in employment or business within the Transportation industry.
3. Prepare minorities and DBE vendors with the skills necessary to address projected gaps in the industry.

## 2 Value and Promote a Culture of Diversity and Inclusion at NCDOT

### GOALS

1. Help prepare key student talent for NCDOT internships and employment.
2. Provide a more robust training and development experience for student interns around emerging trends in transportation.
3. Increase exposure and access for HBCU/MSI Interns and HBCU Graduates employed at NCDOT.
4. Strengthen NCDOT relationships with HBCUs/MSIs that have existing transportation degree and certification programs.

## 3 Establish Strategic Alliances and Advocacy Efforts

### GOALS

1. Evaluate and recommend public/ private partnerships to fund programs at HBCUs/MSIs.
2. Create partnerships to connect HBCUs/MSIs that have transportation degree or certification programs with corresponding NCDOT modes.
3. Create a platform to connect NCDOT vendors and partner agencies with HBCUs/MSIs for collaboration and bilateral support.
4. Operate as Center of Excellence for minority involvement and establish the initiative as a Thought Leader.
5. Advocate for the initiative's impact on economic mobility within the state.

## 4 Strengthen the Sustainability of North Carolina's HBCUs/MSIs

### GOALS

1. Actively support and advocate for policies that advance HBCUs/MSIs at the state and federal level.
2. Increase HBCU/MSI student participation in the NCDOT Summer Internship Program.
3. Create value by helping to align the strategic direction for HBCU/MSI course offerings with the future of opportunities in the transportation industry.
4. Engage HBCUs/MSIs in transportation research that is innovative, creative and forward-thinking.
5. Help secure educational partnership support for HBCUs/MSIs.
6. Partner with existing HBCU/MSI entrepreneurship programs to create and educate more transportation-focused minority business owners.
7. Prepare HBCU/MSI students for transportation careers with minority business owners.
8. Partner with NCDOT HR to promote education on diversity and inclusion.

## 5 Connect HBCUs and Minorities with Emerging Trends in Transportation

### GOALS

1. Proactively educate and increase awareness of changes in the transportation industry, as well as long-term projections about technologies and the workforce.
2. Provide recommendations for specific areas of focus aligned with projected transportation growth for each HBCU/MSI.
3. Increase transportation-focused innovation and research and development capabilities at HBCUs/MSIs.





## STRATEGIC PRIORITY 1

# EXPAND DIVERSITY IN THE TRANSPORTATION INDUSTRY THROUGH EMPLOYMENT AND CONTRACTING



**GOAL 1**

Increase awareness of scale and impact of the transportation sector on America's infrastructure.

**OBJECTIVES**

1. Build awareness of the foundational impact of transportation on everyday lives to facilitate movement of people and necessities for schools, work, and healthcare.
2. Increase awareness of professions in transportation and awareness of the industry.
3. Target NC's STEM schools for summer internship high school participants.
4. Create and expand opportunities to leverage NCDOT programs and services to highlight the industry as a career choice.
5. Connect targeted HR recruiters and placement agencies to opportunities in the industry.
6. Create opportunities to showcase existing minorities in the field such as Engineers and Architects.

**GOAL 2**

Provide additional training, collaboration and growth opportunities for minorities interested in employment or business in Transportation.

**OBJECTIVES**

1. Create opportunities for more direct classroom engagement through NC's Statewide STEM Education curriculum at middle school and high school levels.
2. Educate HBCUs on emerging trends and projected skills gaps to aid in the development of programs and certifications that focus on these areas.
3. Host lunch and learns that feature innovative transportation topics and NCDOT overviews to build awareness and interest.

**GOAL 3**

Prepare minorities and DBE vendors with the skills necessary to address projected gaps in the industry.

**OBJECTIVES**

1. Promote and increase awareness of projected job growth in transportation.
2. Partner with existing workforce development programs to include transportation focused skills training.
3. Outline specific training needs and partner with schools to help determine if they can fill this training void in the market.



## VALUE AND PROMOTE A CULTURE OF DIVERSITY & INCLUSION AT NCDOT



**GOAL 1**

Help prepare key student talent for NCDOT Internships and employment.

**OBJECTIVES**

1. Strengthen relationships with HBCU Executive Leadership, Faculty and Career Development Directors to create a path to help identify the best talent to prepare for roles in transportation.
2. Create an ideal student profile to clearly communicate character and skill requirements.
3. Clearly identify and connect talent needs at NCDOT with HBCU Career Preparation Programs.
4. Assist HBCU/MSI Career Development Departments with programs that focus on career readiness, soft skills, and transportation-focused skills.

**GOAL 2**

Provide more robust training and development experience for student interns around emerging trends in transportation.

**OBJECTIVES**

1. Educate HBCUs on emerging trends in transportation through seminars and forums that provide feature industry experts, and opportunities for hands on working sessions for program development.
2. Create a 12-month co-op program for HBCU students, with an emphasis on departments that focus on:
  - a. Research and Development
  - b. Innovation and emerging trends in transportation
  - c. Existing and projected skill gaps in the transportation industry

**GOAL 3**

Increase exposure and access for HBCU/MSI interns and graduates employed at NCDOT.

**OBJECTIVES**

1. Create platforms for exposure and access for HBCU/MSI interns and graduates employed at NCDOT.
2. Create a HBCU Affinity Group within NCDOT to provide opportunities for professional development and networking.
3. Invite HBCU graduates employed at NCDOT to serve as mentors for Interns and Co-op Participants.

**GOAL 4**

Strengthen NCDOT relationships with HBCUs that have existing transportation degree and certification programs.

**OBJECTIVES**

1. Highlight HBCU transportation programs within corresponding NCDOT modes.
2. Host NCDOT key department leaders at HBCU campuses for tours and exploratory meetings.
3. Create shadowing and mentorship program for HBCU Transportation programs at corresponding NCDOT modes.
4. Host Lunch and Learns at the NCDOT Division level to promote the importance of HBCU/MSI engagement.





## ESTABLISH STRATEGIC ALLIANCES AND ADVOCACY EFFORTS



**GOAL 1**

Evaluate and recommend public/private partnerships to fund programs at HBCUs/MSIs.

**OBJECTIVES**

1. Foster conversations to assess potential partnerships between major NCDOT partners with HBCUs (and local governments where appropriate).

**GOAL 2**

Create partnerships to connect HBCUs/MSIs that have transportation majors with corresponding NCDOT modes.

**OBJECTIVES**

1. Help foster long-term partnership between:
  - a. Elizabeth City State with Aviation
  - b. NC A&T with Research and Development

**GOAL 3**

Create platform to connect NCDOT vendors and partner agencies with HBCUs/MSIs for collaboration and bilateral support.

**OBJECTIVES**

1. Establish a plan to align key NCDOT partners with HBCUs based on alignment of company focus and HBCU needs.
2. Request financial support and/or in-kind support from NCDOT partners based on alignment of company focus and HBCU needs.
3. Establish target list of transportation organizations to connect with HBCUs:
  - a. Community based collaborations
  - b. Professional associations in the transportation industry
  - c. Trade associations
  - d. Other NC State Agencies

**GOAL 4**

Operate as Center of Excellence for minority involvement and establish the Initiative as a Thought Leader.

**OBJECTIVES**

1. Establish the Initiative's brand as one actively engaging minorities in transportation careers.
2. Partner with HBCU advocates and influencers to create a standard process for engaging students.
3. Write articles and white papers on related topics to establish brand as thought leader, i.e. diversity in transportation, how emerging trends in transportation correspond with millennial preferences.
4. Maintain an online library of transportation focused resources that can be shared with HBCUs and their students.
5. Seek speaking engagements that allow the team to talk about the initiative and why it is important.

**GOAL 5**

Advocate for the Initiative's impact on economic mobility within the state.

**OBJECTIVES**

1. Reference studies that link economic mobility to education, employment at market rates, and access to opportunities.
2. Create options that provide paths to meet the high demand for skilled labor in the industry which is currently a gap in the market.
3. Partner with community-based alliances that focus on workforce development and continue to bring awareness, and impact the mission.





## STRENGTHEN THE SUSTAINABILITY OF NORTH CAROLINA'S HBCUs/MSIs



### GOAL 1

Actively support and advocate for policies that advance HBCUs at the state and federal level.

#### OBJECTIVES

1. Build relationship and partnership with the White House initiative on HBCUs.
2. Build relationships with the Bipartisan Congressional HBCU Initiative and other statewide initiatives that demonstrate support.
3. Align the NCDOT HBCU outreach efforts with UNCF, Thurgood Marshall, and other initiatives where collaboration is appreciated.
4. Work with the State's Department of Education on policies that affect public HBCUs and MSIs.
5. Publish and write articles that promote North Carolina's HBCU/MSI initiatives.

### GOAL 2

Increase HBCU/MSI student participation in the NCDOT Summer Internship program.

#### OBJECTIVES

1. Increase number of summer internships available to HBCU/MSI students from 25 to 40 in year 1; with a targeted 10% increase annually thereafter.
2. Proactively notify schools of internship timelines and job postings.
3. Enhance the internship program to become more attractive and competitive in the market. Include:
  - a. Educational component regarding industry innovation, trends and emerging technologies in transportation
  - b. Tours and shadowing opportunities
  - c. Events and receptions to provide exposure for students
4. Increase participation and representation from all NC HBCUs/MSIs.
5. Increase the number of HBCU/MSI Host Sites for the National Summer Transportation Institute (NSTI).
6. Connect other NC Cabinet Agencies with HBCUs/MSIs.
7. Request a commitment from major NCDOT vendors and partners to offer summer internships to HBCUs/MSIs.
8. Partner with NCDOT HR to promote education on diversity and inclusion.

### GOAL 3

Create value by helping to align the strategic direction for HBCU/MSI course offerings with the future of opportunities in the transportation industry.

#### OBJECTIVES

1. Help prepare HBCUs to fill job market needs in the transportation industry with relevant degree and certification programs.
2. Provide data and direction for projected needs in transportation.
3. Create strategy and recommendations for certification programs for HBCUs that align with existing strengths and/or provide an opportunity to fill a gap and increase value proposition.
4. Assist with development of transportation-focused certification programs at HBCUs.

### GOAL 4

Engage HBCUs/MSIs in transportation research that is innovative, creative and forward-thinking.

#### OBJECTIVES

1. Assess HBCUs capacity for research by a third-party.
2. Create a HBCU Transportation Research Consortium.

### GOAL 5

Help Secure educational partnership support for HBCUs/MSIs.

#### OBJECTIVES

1. Connect major NCDOT vendors and other Fortune 500 partners to HBCUs.
2. Create a HBCU Transportation Research Consortium. Create transportation-focused student scholarship for all majors.
3. Seek opportunities to fund participation in external professional development, and transportation-focused conferences and seminars.

### GOAL 6

Partner with existing HBCU/MSI entrepreneurship programs to create and educate more transportation-focused minority business owners.

#### OBJECTIVES

1. Partner with successful entrepreneurship programs at HBCUs/MSIs to create more transportation-related business owners.
2. Partner with NCDOT Civil Rights Office to develop RFP and funding sources.
3. Promote the transportation industry as a viable business start-up opportunity.

### GOAL 7

Prepare HBCU/MSI students for transportation careers with minority business owners.

#### OBJECTIVES

1. Facilitate focus groups with transportation-focused minority business owners to determine their needs and barriers to growing their workforce.
2. Create and recommend HBCU/MSI internships and apprenticeships with MWBE and DBEs.

### GOAL 8

Partner with NCDOT HR to promote education on diversity and inclusion.

#### OBJECTIVES

1. Include Human Resources in subcommittees and planning.
2. Increase Human Resource Awareness of HBCU/MSI talent.
3. Provide materials and strategies that will enable HR to employ more minorities, support efforts to educate and promote within NCDOT.





## CONNECT HBCUs & MINORITIES WITH EMERGING TRENDS IN TRANSPORTATION



**GOAL 1**

Proactively educate and increase awareness of changes in the transportation industry, as well as long-term projections about technologies and the workforce.

**OBJECTIVES**

1. Create branding and awareness campaigns focused on Generation Z as the audience.
2. Document and distribute research materials related to industry trends and opportunities.
3. Provide infographics and other graphics to visually demonstrate changes in the workforce and the skills gaps.
4. Facilitate discussions with HBCUs and industry experts to discuss long-term opportunities in transportation, supply chain and logistics, and disruptive technologies.
5. Leverage existing efforts, activities, and curriculum established through NC STEM Strategic Plan for K-12 and Colleges to introduce transportation industry and corresponding career opportunities that align with workforce projections.

**GOAL 2**

Provide each HBCU/MSI recommendations for specific areas of focus aligned with projected transportation growth.

**OBJECTIVES**

1. Assess each NC HBCU to determine the feasibility of adding a degree or certification program to meet market demand, and improve the revenue and market position of the HBCU.
2. Create strategy and recommendations for certification programs for HBCUs that align with existing strengths and/or provide an opportunity to fill a gap and increase value proposition.
3. Provide access to resources as needed to assist HBCUs with their research and feasibility studies.

**GOAL 3**

Increase transportation-focused innovation, and research and development capabilities at HBCUs/MSIs.

**OBJECTIVES**

1. Connect schools, faculty and students with educational opportunities in research and development programs, as well as corporate education opportunities.
2. Seek opportunities in Research Triangle Park, NC and other research focused communities around the state.





## PHASED APPROACH

Goals and objectives of this strategic planning initiative will be implemented in the following phases:

### PHASE 1

**Immediate priorities for the first 90-Days**

### PHASE 2

**Near-term priorities to be complete by the end of year 1**

### PHASE 3

**Short-term priorities to be complete by the end of year 3**

### PHASE 4

**Long-term priorities to be complete by the end of year 5**

## TRACKING AND METRICS

Specific performance metrics to measure outcomes of each objective will be defined and committed to during the implementation phase of the strategic plan. What gets measured, gets done.

The collective leadership/implementation team will need to reach an agreement and confirm ownership of final performance metrics, as they are the organization's benchmark for success.

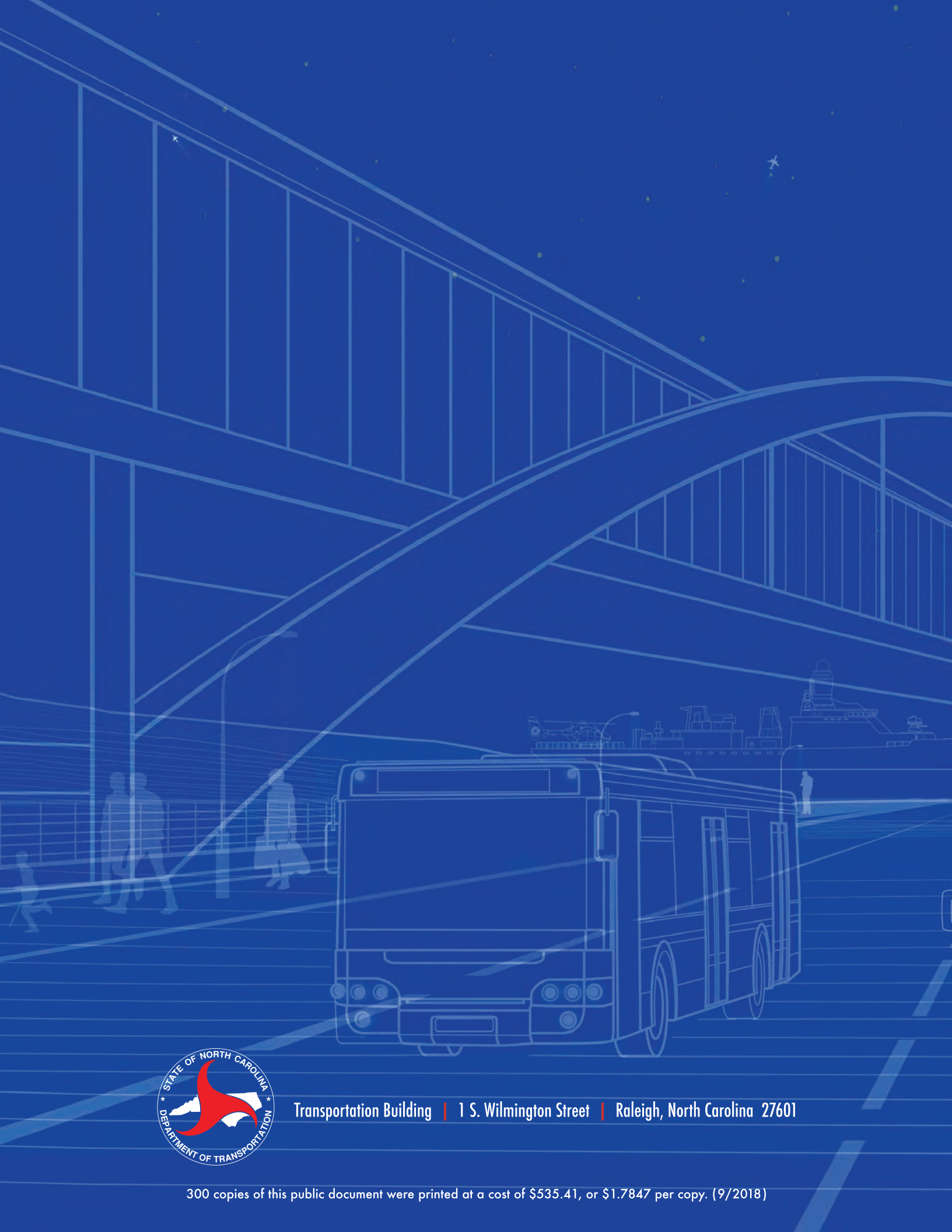
### SUMMARY OF DATA AND INSIGHTS

1. **Transportation industry lacks appeal for general population and minorities:** There is a shortage of transportation professionals in the pipeline for NCDOT and the transportation industry overall.
2. **HBCUs serve as a natural channel for talent pipeline:** The State's HBCUs/ MSIs (public and private) can provide a pipeline of transportation professionals with intentional programs and activities.
3. **Diversity numbers are low and increasing them is a priority for the Governor and Secretary:** Minorities and women are underrepresented within the employee ranks at NCDOT. Governor Cooper and Secretary Trogon desire diversity and inclusion in this Department.
4. **Innovation is paramount:** HBCUs need innovative resources for the long-term success of the institutions.
5. **Programming and access has not resulted in employment:** For almost three decades, the NCDOT HBCU Intern program has hosted students, but only three (3) have been hired during that period.
6. **Missed opportunities:** In the last 10 years, only two HBCUs have received research grants.
7. **Needs of institutions are broad and deep:** HBCU Presidents and Chancellors have stated they need internships, scholarships, research dollars, infrastructure funds, advocacy and innovative solutions.
8. **NCDOT has not met mandated requirements for minority spending:** Minority business owners are underrepresented in NCDOT projects as contractors (prime and subs). Federal Highway funds and mandates are in place.
9. **Opportunities in other state agencies:** At the Governor's request, the NCDOT HBCU Outreach Initiative Director is to look for opportunities to expand the work into other state agencies.
10. **Inclusion is good for business:** Companies with a more diverse workforce perform better financially. Ethnically-diverse companies are 35% more likely to outperform their peers.

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Transportation Building | 1 S. Wilmington Street | Raleigh, North Carolina 27601